



Strategic Plan 2015-2019

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Messages from

Chief Executive, Irish Sports Council	5
Our Chairperson	6
Our Coordinator	7

About Kilkenny Recreation & Sports Partnership

Our Partnership	9
Our Role	9
Our Target Groups	9
Our Partners	9

Strategic Review and New Plan Development

Review, Planning Process & Key Achievements	11
Case Studies	19
Strategy Review and Considerations for Planning	25

KRSP Strategy

Our Vision	27
Our Mission	27
Our Guiding Principles	27
Our Approach	27
Our Goals	28
Goal 1: Active for Life	28
Goal 2: Active Inclusion	30
Goal 3: Active Partners	32
Goal 4: Active Governance and Management	33

Implementation

Appendices	39
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Message from

John Treacy, Chief Executive, Irish Sports Council

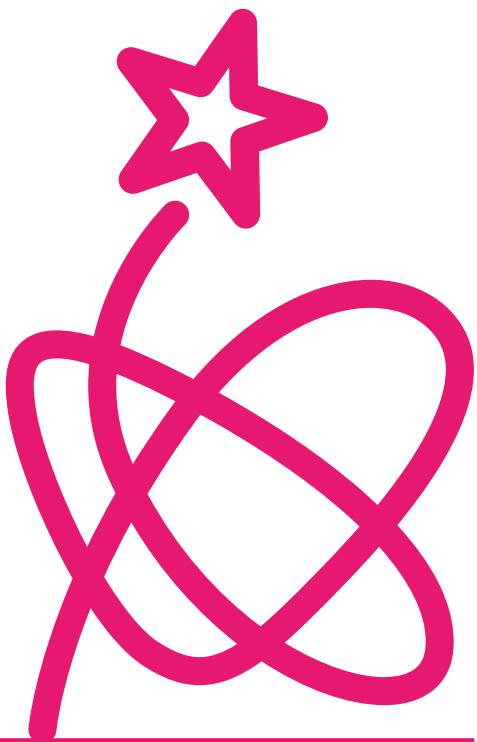


The Irish Sports Council has always placed a particular emphasis on ensuring sport is progressive and attracts participants from every corner of Ireland, from every age group and from all social backgrounds.

This is a fundamental principle of the Local Sports Partnerships which aim to remove any barrier that prevents participation in sport. Kilkenny Recreation & Sports Partnership undertakes a wide range of actions with the aim of increasing participation rates in their local communities. This is the second strategy of Kilkenny Recreation & Sports Partnership. It aims to build on the benefits accrued over the life of the first strategy and to ensure that the Local Sports Partnership grows in strength and is the key agency in providing opportunities for more people to become involved in sport and physical activity in the next few years and beyond. As with all strategic planning processes, the published document is simply the final phase and it is the consultation, evaluation and debate carried out during the process which gives life and value to this strategy. It is a culmination of the work of several partner agencies striving to create a more active local population.

I would like to thank all those who contributed to the strategy process and I wish everybody involved in Kilkenny Recreation & Sports Partnership all the best for the future.

John Treacy



Message from Gretta Murphy Chairperson of KRSP



This plan provides for the strategic direction of the work of the partnership for the period 2015 to 2019 and is framed within the context of national priorities and local needs.

The strategy is inclusive of the collected views of the representative stakeholders with whom the partnership has consulted as part of the process of developing the plan. It aims to build on the key work which has been completed to date

and to work towards achieving our vision of “an active community, vitalised by sports and recreation opportunities that are accessible to all”

Since its establishment in 2004, Kilkenny Recreation and Sports Partnership has been involved in a wide range of sporting and recreational activities across the city and county and has developed a collaborative approach to its work with communities and target groups. This plan seeks to build on all aspects of the work to date and it identifies priorities to shape the focus and direction of the work of the partnership in the next five years.

Kilkenny has a long tradition in sports and has achieved excellence in many areas and this is a source of great pride in our county. However, it is important that sporting and recreational activity is inclusive and Kilkenny Recreation & Sports Partnership has an important role to play in achieving this. Further enhancing the issue of inclusion is the focus on activity across the life course supporting active children to become active as adolescents and in turn as adults.

Much has been written about the many health benefits of sport and recreation activity and it is good to see that current research indicates a trend towards an increase in physical activity nationally. This strategy will seek to make use of this trend and to specifically target those whose participation in sporting and recreational activity may be limited for various reasons.

I would like to express the board's appreciation to the Irish Sports Council for their support to Kilkenny Recreation and Sports Partnership and to the local funders particularly Kilkenny Local Authority and HSE south.

Kilkenny Recreation and Sports Partnership are indebted to many for the work undertaken to bring this plan to fruition. I would like to thank all the board of directors past and present, in particular my predecessor Angela Campion. I would specifically like to thank Teresa Hennessy for her input into this plan. I congratulate Nicola Keeshan and the staff team for their work ensuring the excellent reputation of the partnership. I would also like to thank Susan Bookle from Burtenshaw, Kenny and Associates for the professionalism which she brought to the process. Finally I would like to thank the many stakeholders who contributed to the development of this strategy.

As we move into this next phase of work for Kilkenny Recreation and Sports Partnership it is my hope that we can build on the achievements to further enhance a vibrant, active sporting and recreational culture in Kilkenny which will be inclusive and accessible for all.

“an active community, vitalised by sports and recreation opportunities that are accessible to all”

Message from Nicola Keeshan Coordinator KRSP



I am delighted to present the second Strategic Plan for Kilkenny Recreation & Sports Partnership (KRSP). This plan outlines our commitment to increase the number of people in Kilkenny participating in sport and physical activity.

“An Active and Sporting Kilkenny” outlines our priorities over the next 5 years and our commitment to the creation of a supportive environment that encourages people to lead active and healthy lifestyles. The focus of the

plan is on empowering communities to create sports and recreation opportunities that are accessible to all.

This strategy was developed following an extensive consultation process and a comprehensive review of current policies, research and trends in sports and physical activity. I would like to thank all those who contributed to this process. KRSP will ensure that all programmes are designed and delivered in line with national and international models of best practice. We look forward to the first ever National Physical Activity Plan guiding our work.

The next strategic phase will focus on consolidation of KRSPs role in leadership, influencing policy and strengthening, developing and building the organisation. We will actively contribute to the development of a new monitoring and evaluation framework to inform, support and demonstrate the impact of our work.

Working collaboratively with partner agencies and communities has greatly enhanced the reach of KRSP and is pivotal to our future success. These strong partnerships with statutory agencies, community and voluntary groups, schools and sports clubs enable us to deliver quality participation programmes and to maximise the resources available in the county. Volunteerism is a cornerstone of sport in Ireland and we would like to particularly thank the volunteers on KRSPs programmes without whom these would not be possible. Your time, effort, enthusiasm and willingness to give is truly appreciated by KRSP and the participants on the programmes.

I would like to thank the Board of Directors of KRSP and their respective agencies for their continued support, contribution and direction, in particular Teresa Hennessy for her help in developing our new strategy. I thank the Irish Sports Council for their ongoing investment both financial and practical support, in particular John Treacy, Chief Executive and the staff of the Participation Unit. I also acknowledge my colleagues in the Local Sports Partnership Network around the country for their valuable guidance and support. Thank you also to Susan Bookle of Burtenshaw Kenny Associates for facilitating the strategic review and planning process.

Finally, I would like to especially acknowledge the outstanding ambition, determination and passion of the KRSP staff of Caitriona Corr, Michelle Grennan-McWilliams and Barbara Rossiter and thank them for their valuable contribution to the ongoing success of KRSP.

About Kilkenny Recreation & Sports Partnership

Our Partnership

Kilkenny Recreation and Sports Partnership was established by the Irish Sports Council as a Local Sports Partnership in 2004 to plan, lead and co-ordinate the development of sport and physical activity in County Kilkenny. KRSP strives to achieve this through working closely with sporting bodies, community and voluntary groups and statutory agencies.

While the Irish Sports Council is our parent organisation, KRSP is an independent limited company, governed by a board of Directors from statutory, local development, community and voluntary sector agencies and sports groups across Kilkenny. In 2006, KRSP launched its first strategic plan, which has informed its work to date.

A Coordinator, Sports Inclusion Development Officer and two part-time Administrators are employed by KRSP. They work from office space provided by Kilkenny County Council, in John's Green, Kilkenny City. Work placements, student placements, volunteers, sports coaches, leaders and tutors are recruited to support and supplement the work of the Partnership.

Our Role

KRSP provides a leadership role for the coordination, development and delivery of sports and physical activity opportunities in Kilkenny within the framework of our strategic plan and resources available. Our work is categorised into three main functions – the provision of information, the facilitation of education and training opportunities and the development and implementation of programmes and events that encourage increased levels of participation.

Our Target Groups

While we seek to support and increase participation by all Kilkenny people in sport and physical activity, KRSP will focus on children, young people, women and teenage girls, people who are unemployed and sedentary adults. Priority will be given to supporting those with low levels of participation due to additional barriers such as People with a Disability, Disadvantaged Communities, Ethnic Minorities and Older Adults.

Our Partners

Significant partnerships have been developed with local key stakeholders including: Kilkenny County Council, local schools, the HSE, Family Resource Centres, Youth Organisations, County Kilkenny Leader Partnership, Trail Kilkenny, Kilkenny Traveller Integration Group, County Kilkenny Age Friendly Alliance, Smarter Travel in addition to sports groups and clubs and National Governing Bodies. This has provided a strong platform and is fundamental to the capacity of KRSP to deliver and support a range of participation programmes and events.





STRATEGIC REVIEW AND NEW PLAN DEVELOPMENT



The initial strategic plan for KRSP developed in 2006, identified five strategic goals that have informed its work to date. They are as follows:

KRSP Strategic Goals 2006 to date

- 1. To increase participation in sport, recreation and healthy activity across the population of Kilkenny
- 2. To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation and healthy activity
- 3. To maximise the availability of facilities and resources for sport and recreation within Kilkenny
- 4. To develop appropriate communication channels between KRSP and the wider community
- 5. To promote partnership and effective management in sport and recreation

In the following years, KRSP developed annual operational plans to implement the goals. In addition annual reports were developed to highlight the progress and challenges experienced in implementing these goals.

Review and Planning Process

A review of the strategy was undertaken during 2014 which was used to inform the next strategic period 2015-2019. A sub-group composed of a representative from the Board and KRSP staff was formed to oversee and lead the review and develop the plan. This process was supported by Susan Bookle of Burtenshaw Kenny Associates.

The review and planning process involved:

- 1. An assessment of KRSP operational plans, Speak reports, Annual Reviews in order to identify progress, challenges and developments since the organisation was established
- 2. Consultation with key stakeholders including:
 - KRSP Board and Staff
 - An online survey which received 173 responses from a range of schools, clubs, groups, organisations and individuals
 - Focus group meetings with multi agency committees - Trail Kilkenny, Kilkenny Traveller Integration Group, Age Friendly Alliance
 - Telephone interviews with key stakeholders.
- 3. Consideration of the current demographic profile of Kilkenny
- 4. Consideration of the policy context in which KRSP operates. This included an extensive analysis of relevant international, national and local policies and plans
- 5. An assessment of the infrastructure currently planned or in place across Kilkenny to support participation in sport and recreational activity

It was agreed that the period 2010-2014 would be the key focus for this strategic review.

The following section presents the key achievements experienced by KRSP during this period:

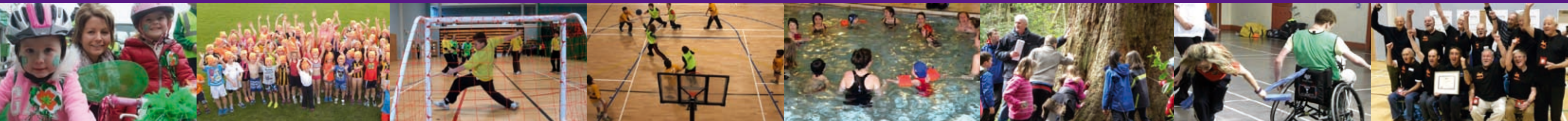


Goal One:

To increase participation in sport, recreation and healthy activity across the population of Kilkenny

Goal Two:

To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation and healthy activity



- 75% preschool settings have completed the Buntús Start programme
- 1355 primary school pupils received Safe Cycling training
- 1000+ children involved in primary school street handball and basketball programmes
- 330+ teenage girls participated in alternative activities in schools e.g. Tae Bo, Self Defence
- Youth leadership and Promoting Lifestyle Change programmes developed and delivered to secondary schools
- 500+ older adults take part in KRSP activities throughout the year
- 300 weekly older adult participants on age appropriate programmes run annually
- KRSPs older adult programme helped County Kilkenny Age Friendly Alliance place second to New York City in the best innovative Age Friendly City Globally
- Engagement with older men resulting in the establishment of two bowling clubs

- Activities established in a number of rural communities to promote participation
- Supported the establishment of parkrun in Kilkenny Castle
- A range of successful programmes targeting women addressing barriers that prevent their participation in physical activity
- First ever Paddlefest event in the Republic of Ireland and the first National Canoeing Club Championships held in Kilkenny
- Significant increase in the numbers of people from Kilkenny participating in canoeing
- Establishment of Kilkenny Walking Festival, evolving to Kilkenny Trails Festival with large numbers of participants and widespread promotion of a range of trails
- Growth of Bikeweek to a 10 day event with over 2000 taking part in the first ever Ciclovía open street festival organised in Ireland

- Access elements are incorporated into all KRSP events to provide opportunities for people from disadvantaged communities.
- 180 adults with disabilities involved in Physical Activity Groups
- Introduction and establishment of handcycling in Kilkenny
- 280 children in special needs schools participated in Sportshall Athletics programmes and school sports days
- Establishment of a pan-disability summer camp with 111 children with disabilities participating since 2012
- Opportunities for young people with disabilities developed including outdoor adventure activities, pitch & putt, tennis
- Established pathways for swimming for people with disabilities with 6 accessible, pan-disability weekly sessions
- Established Football For All and Kilkenny Spoke Sports clubs, which are now running independently or with minimal support
- Supported clubs and sports for Children with a Disability including Supported Swim Lessons, Judo Assist, Football For All and Kilkenny Kats Special Olympics.

- 126 Traveller men, women and children engaged through sport across a range of programmes and initiatives
- 250 young people participated in a Cross Community Youth Soccer Blitz with Waterford
- 300 young people participated in Community Summer Camps specifically targeted at disadvantaged areas
- 578 young people participated in Youth Fests and taster events in non-traditional sports during National Recreation Weeks
- 290 primary school children participated in Africa Day Cups
- 11 teams participated in a soccer tournament organised in conjunction with Kilkenny Integration Forum
- Establishment and expansion of a Community Mental Health programme for people experiencing mental health difficulties

Goal Three:

To maximise the availability of facilities and resources for sport and recreation within Kilkenny



- €29,430 in grants for club development awarded to sports clubs
- €5,055 in grants for coach education awarded to sport clubs
- An increase in volunteers undertaking coaching and generic sports courses from 184 in 2010 to 341 in 2013
- 668 leaders received training in Child Welfare and Protection with delivery of 43 courses
- 81 coaches, leaders and facility staff received training on the inclusion of people with disability in sport
- Worked closely with clubs and organisations to access National Lottery funding through Sports Capital Grants to develop their existing facilities and increase the capacity for participation.
- Worked closely with Trail Kilkenny in the development of walking, cycling, craft and food trails with other trails in planning and development stages.
- A lead agency of the Smarter Travel Committee to enhance Kilkenny as an Active Travel Town with an improved network of cycle lanes, footpaths and accessible walking routes

Goal Four:

To develop appropriate communication channels between KRSP and the wider community

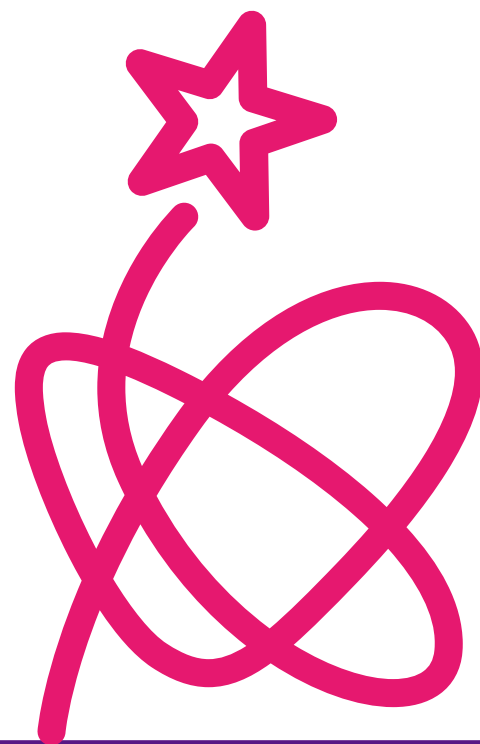
- Increased awareness evident through greater demand for courses and programmes
- Increased coverage in local print media and KCLR. Events featuring in national media such as The Outsider, The Independent Weekender, The Farmers Journal, the Times Magazine and Today FM.
- Regular advertisements in local newspapers with partners Kilkenny County Council and County Kilkenny Age friendly Alliance.
- Increased online presence through the use of website and Facebook page. Additional effective communication channels implemented such as text messaging service, regular e-bulletins and development of an e-zine.
- Developed a range of promotional materials such as booklets, leaflets and activity logbook
- Increased visibility at events and programmes through branded staff clothing and display materials

Goal Five:

To promote partnership and effective management in sport and recreation



- Effective administration, financial, planning and reporting systems in place, reviewed regularly and updated.
- Good governance in place with a Board that is committed to review and development
- Recruitment of work placements, student placements and temporary staff to support and supplement the work of KRSP
- Development of significant partnerships key stakeholders providing a strong platform for future work
- Recognised as a key deliverer of physical activity opportunities across a range of target groups and an active member on nine interagency committees across a range of work areas.



CASE STUDIES



Case Study 1 SIDO Programme



Swimming Pathways

KRSP has been working closely with people with disabilities, disability organisations, service providers and swim teachers to develop a pathway for swimming for people with disabilities in Kilkenny. There are now sessions available for children of all abilities, the Special Olympic Club continues to thrive and more recently the IWA and KRSP have initiated swim programmes for adults with physical disabilities. The entire swim programme is made possible by a large volunteer base made up of family members, volunteers and transition year students.

Summer Camps

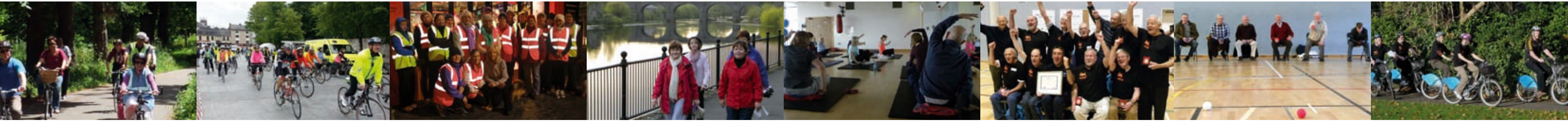
KRSP have run inclusive camps catering for children with disabilities with an adapted programme of physical activities for the last 3 years. The demand for places on the camp has grown and KRSP has added additional weeks to cater for everyone. In 2014, KRSP also ran summer activities for adults with disabilities. The activities provided included swimming sessions, scavenger hunts, adapted games, sports and arts and crafts and surfing. Every year the highlight of the week is the last Friday of Camp when the campers are joined by their parents at the riverside for an action packed day of kayaking and foraging activities. In 2014, the second week of camp took place in Castlecomer Discovery Park. It is a wonderful time for the children, leaders and volunteers and the feedback from the camp, both parents and children is overwhelmingly positive.

Other activities available through the SIDO programme include Boccia Leagues, Sports For All Clubs, Hand Cycling, Judo Assist, Sportshall Athletics and Walking and Cycling Programmes.

To all in KRSP and all the extras drafted in well done what a week of fun memories, friendship and above all independence. Thank you so much from the bottom of my heart for giving our children the summer camp of their life. For many like my son it was the first time ever he had a summer camp and to be able to go on his own. Well done to you all the camp was such a happy place and so calming for all of the kids. I would know so many of the kids and I never saw them as relaxed or calm in such different environments before. From one very happy and grateful mum thank you so much. From my son he thinks ye are all so beautiful and so cool he loves you all and says a big thank you xxxxxxxxxxxxxxx



Case Study 2 Active Travel



Bikeweek

Bikeweek has grown from strength to strength in Kilkenny over the last number of years and is a reflection of the growing participation in cycling in the county facilitated by a proactive Kilkenny County Council. Events include bike roadshows in local workplaces, promotion of local cycling routes, family fun and lunchtime cycles and community cycling programmes. Smarter Travel began in Kilkenny City with infrastructural enhancements and a one day promotional event and has now evolved to having a part-time Active Travel Officer in place supported by an interagency smarter travel committee. The active travel programme of work is developed by the smarter travel committee and delivered in partnership with schools, communities and workplaces.

Ciclovía

Bikeweek 2014 saw over 2000 people at the first ever Ciclovía Events in Ireland. High Street in Kilkenny hosted Ciclovía, an Open Street Party on 15th and 22nd June. Aided by glorious sunshine and temperatures to rival that of the home place of Ciclovía, Colombia, High Street was converted into a city playground with Kilkenny's main street closed to motorised traffic between 12 and 5pm. A steady stream of people joined the festivities with many participating in cycling events and other sports activities including dance, samba soccer, basketball and martial arts. There was plenty of entertainment most notably from Crucial Mountain Bike Club with ramps and jumps thrilling the crowds with their skill and daring routines. Local music groups and choirs provided the music to add to the festival atmosphere.

Safe Cycling Training

A total of 431 pupils (284 in Kilkenny City, 147 in Kilkenny County) received bike training as part of Bikeweek 2014 bringing to 1355 the total number of pupils trained to date. The main finding from the evaluation of the 2014 programme was that over 80% of the children said they would like to cycle to school. Also, 86% said they felt safer cycling after the bike training programme. The highlight for most children was being out and about in Kilkenny on their bikes, with their friends having fun.

Smarter Travel

Smarter Travel began in Kilkenny City with infrastructural enhancements and a one day promotional event and has now evolved to having a part-time Active Travel Officer in place supported by an interagency smarter travel committee. The active travel programme of work is developed by the smarter travel committee and delivered in partnership with schools, communities and workplaces.

Comments from pupils on safe cycling training

'I loved it all'

'I loved cycling in and out between the cones and it was great when we went down to the canal'

'I learned new skills and it was such fun'

'I was with my friends and it was fun'

Case Study 3 Older Adult Programmes

Activities

KRSP run an extensive programme of Older Adult activities that tailors for the specific needs of this population group. Activities are accessible and easily adapted, people participate with their peers and there is a strong social aspect to all the classes. There are introductory levels for all classes and KRSP further extended this programme in 2014 by adding chair based classes and offering classes in Callan. Options available throughout the year include Aqua Aerobics Classes, Swimming Lessons and Pilates. Other activities are run at various times of the year such as Pitch and Putt, Nordic Walking and Cycling programmes.

Bowling

Bowling was introduced in 2013 when KRSP and the Watershed purchased two short mat bowling sets. An introduction to bowling session was organised for older adults in May with a team from Carlow present on the day to demonstrate the game. The activity has proven very popular and hopefully will grow from strength to strength.

Go for Life Games

One of the groups that can prove difficult to engage in physical activity is older men. However, the older men's activities in Kilkenny proved hugely popular and the men continue to meet regularly with the aim of participating in the National Go For Life Games. Kilkenny had teams involved in the last two National games. In the 2013 games, one team won the Overall County Award and an individual member won a "Spirit of the Games" award. The National Go for Life Games provides a pathway for older adult participation which KRSP coordinates and leads at local level.

Joined aqua aerobics and am very impressed with the results much better for me than years of physio. As the saying goes "use it or lose it" I felt I was seizing up but now have a lot more mobility. Thank you.

I look forward to my weekly session of aqua aerobics. It is so beneficial to my "heart health" and my "aching joints" and even the social end of meeting and chatting to new people after and before the class has been great.

Thanks and keep up the good work KRSP. The KRSP gives us an opportunity to participate in sporting activities even in the twilight years of our lives. Well done KRSP!

Case Study 4

Development of Paddle Sports



Paddle Fest 2013

KRSP supported Canoeing Ireland and the Canoe Association of Northern Ireland in bringing the first Paddlefest event to the republic in Kilkenny. Almost 1000 sports fans in all were involved in water sports and workshops across the weekend in one of the biggest training, development and networking events on the Irish Canoeing calendar. The event focused on providing workshops across a broad range of disciplines and key development areas. The event targeted the best of the best from across the country to deliver the workshops, land and water based.

For those new to the sport, over 100 novices who had never canoed or kayaked in their lives braved the River Nore in the heart of Kilkenny city across the weekend of Paddlefest. Kilkenny Aqua Canoe Club and Thomastown Paddlers organised introductory courses to follow this event and both clubs were inundated with the response resulting in an increase in membership numbers.

Canoeing Ireland Club Championships 2014

Following the success of Paddlefest 2013, over 400 paddlers from 19 clubs across the country went head to head for the first ever Canoeing Ireland Club Championships. The ultimate club was crowned based on its athletes' performance across all of the eight disciplines and the event was an amazing showcase for water sports in Kilkenny. In the build up to the event, participating clubs had access to 9 training weekends in Kilkenny and surrounding counties covering each of the disciplines including water safety and rescue. The event was hosted by Kilkenny Recreation & Sports Partnership in conjunction with Canoeing Ireland, County Kilkenny LEADER Partnership and supported by Kilkenny Aqua Canoe Club and Thomastown Paddlers.

Canoe Trail for Kilkenny

KRSP are working with Canoeing Ireland and The National Trails Office to explore the possibility of a Canoe Trail from Kilkenny to Thomastown. This will not only benefit paddlers in Kilkenny but will also add to the visitor attractions in the county for adventure seekers.

“ PaddleFest 2013 surpassed all of our expectations. The venue was perfect and it was amazing to see over 100 local, Kilkenny people who'd never tried the sport out on the water on Saturday and Sunday. That's a fantastic legacy for the event” Benny Cullen – Canoeing Ireland



STRATEGY REVIEW CONSIDERATIONS FOR PLANNING 2010 – 2014



Considerations for Planning

The review highlighted that KRSP was very successful in becoming established as an organisation and in implementing its first strategy. KRSPs local profile is increasing and the partnership is becoming more established as a key partner to inform and implement a broad range of collaborative participation initiatives.

These include cross sector initiatives in conjunction with partners in health, social inclusion, transport, environment and tourism. The success of KRSP to date is largely due to the work and role played by the staff and board. This small team of four (three posts), supported by a committed voluntary board, has achieved significant progress. It is important that stakeholders involved in working collaboratively on initiatives with KRSP are fully aware of the significant value that they add. KRSP ensures that:

KRSP ensures that:

- Sport and physical activity is recognised as a priority in addressing a range of physical and mental health issues and promoting wellbeing and inclusion.
- Programmes are implemented with KRSP having a strong track record in programme delivery to a high quality standard. KRSPs organisation and event management skills are well established.
- People on the ground are engaged in and aware of broader programmes and infrastructure available to promote sports and physical activity in Kilkenny. KRSP involve large numbers of people in events organised as part of collaborative initiatives.
- Connections are made within communities. Many sports leaders are community leaders, therefore the relationships that are established by KRSP can be useful in building local community capacity.
- KRSP work in a needs based, flexible way to promote participation in sports and recreation. This flexibility is of real value in collaborative initiatives.

Challenges exist to strengthen aspects to the work and to respond to the significant changes that exist in the external environment. It is critical that KRSP are supported to develop further, to reach more people across the county and to become more established as a key organisation in Kilkenny. This will enable KRSP to work with more people generally and also within specific hard to reach groups to promote greater participation in sports and recreation.

The development of the KRSP strategic plan 2015-2019 will consider the following:

- 1. Resourcing** – KRSP will work to establish a solid resource base where it can commit to longer term initiatives and develop the organisation further. It is recognised that the current funding climate is challenging. However, there is greater recognition of the health enhancing benefits of sport and physical activity and positive outcomes in areas such as social inclusion and education which will provide funding opportunities. KRSP also need to harness opportunities to secure resources particularly as part of collaborative initiatives from sectors such as environment and tourism.
- 2. Governance** – KRSP will work to strengthen and develop best practice in governance and management. This is critical to lead the organisation into the future.
- 3. Engagement** – KRSP will continue to engage with people across Kilkenny to increase participation in sports and recreational activities. Activities participated in on a casual basis, outside of club structures, in line with current trends, should be supported in the next strategic phase. Evidence shows that engaging in physical activity can play a key role in promoting social inclusion. Targeting particular groups and communities as priorities for KRSP interventions should continue in the next strategic plan.
- 4. Collaboration** – KRSP will continue to develop collaborative approaches to its work. The need to ensure that the role and value of KRSP is clearly understood and acknowledged in collaborative initiatives is imperative in the next strategic period.
- 5. Communicating and Promotion** – KRSP will develop its communication and promotion strategies. It is important to continue to use information technology and online mechanisms to engage with all stakeholders. Promoting and profiling the work and role of KRSP is of high importance in the next strategic phase.
- 6. Planning, monitoring and Evaluation** – KRSP will develop more robust systems to support planning, monitoring and evaluation of its work.

KRSP made significant progress since establishing in 2004. It is exceptionally important that all stakeholders continue to actively support, work with and inform KRSP's future development.

A copy of the detailed review of KRSP strategy 2010 – 2014 is available to download at www.krsp.ie



KRSP STRATEGIC PLAN 2015-2019



An Active and Sporting Kilkenny

This section presents the strategic plan for Kilkenny Recreation and Sports Partnership 2015-2019:

Our Vision

An active vibrant community, vitalised by sports and recreation opportunities that are accessible to all.

Our Mission

KRSP will work collaboratively with others to empower people and communities across Kilkenny to create an environment that supports lifelong participation in sports and active recreation for all.

Our Guiding Principles

The following principles underpin our work:

1. Collaborating and working in partnership with others
2. Promoting inclusion and equality
3. Ensuring honesty, integrity and accountability
4. Basing our work on evidence and best practice
5. Empowering people and communities to become more active and involved in sports and active recreation
6. Maximising Resources
7. Prioritising fun and enjoyment in sport and active recreation

Our Approach

Based on our experience, role and learning to date KRSP will:

1. Inform and influence policy and decision making at local, regional and national levels to highlight the role that sports and active recreation plays in increasing life expectancy, enhancing quality of life, healthy lifestyles, developing communities and creating lifelong networks.
2. Consolidate our knowledge, connections and relationships with stakeholder agencies, groups, clubs and individuals to provide a strong base from which to deliver future strategic priorities. Engage with and lead collaborative initiatives that focus on developing infrastructure, tourism, health as well as initiatives that target particular groups and communities across Kilkenny.
3. Strengthen and develop the governance and management of KRSP to equip the organisation to meet future challenges and capitalise on opportunities.

4. Secure resources to implement our strategy.
5. Monitor, review and evaluate our work to capture learning and respond to new demands.
6. Communicate and promote the work of KRSP and the value of participation in sports and active recreation.
7. Empower local communities, groups and organisations to increase participation in sports and active recreation through the provision of quality education and training opportunities.
8. Support and lead initiatives that encourage lifelong participation in sport and active recreation.
9. Play a lead partner role in social inclusion initiatives by engaging with the most vulnerable groups through sport and active recreation.
10. Support champions to forge participation pathways in sports and active recreation.

The following presents our four strategic priorities 2015-2019:

1. Active for Life
2. Active Inclusion
3. Active Partners
4. Active Governance and Management



Strategy One: Active for Life

KRSP will increase participation across a number of key target groups (children, young people, women, unemployed, sedentary adults) through programmes and initiatives delivered in community settings. Programmes will be developed in line with current trends and best practice in sports and active recreation over the lifetime of the strategy.



Goal 1: Mobilise communities to increase participation in sport and active recreation

Objective 1.1 Empower communities to be active

Expected Outcomes

- Greater numbers of people participating in active travel (walking and cycling) for daily commutes
- Increased numbers of communities engaging with KRSP initiatives
- Increased capacity of communities to provide sports and active recreation opportunities
- A range of workplace programmes and initiatives supported by KRSP
- Four flagship projects delivered annually
- Identify new and emerging trends in sports and active recreation

Initial Actions

- Develop and deliver Active Travel programmes to promote behavioural change in schools, workplace and community settings
- Identify and engage with interested communities to participate in KRSP programmes, events and festivals
- Provide training and supports to establish sports and active recreation programmes within communities
- Develop and promote workplace programmes and initiatives
- Identify and deliver flagship events annually
- Support the promotion and development of participation opportunities in line with emerging trends

Key Partners include

- Local communities, Family Resource Centres, Kilkenny Local Authority, HSE, Smarter Travel Committee, local businesses, TUSLA

Objective 1.2 Support and encourage pre-schools and schools to prepare and implement an effective Physical Education, Physical Activity and Sport (PEPAS) programme for children and young people.

Expected Outcomes

- Greater commitment to the PEPAS programme in primary and secondary schools
- Increased uptake in physical activity training opportunities by childcare staff and teachers
- Enhanced links between schools and clubs to create pathways for sustained participation
- Schools supported to achieve school flags: Health Promoting Schools, Active Schools Flag and the Green Flag Award

Initial Actions

- Support schools to develop physical education, physical activity and sports policies
- Encourage schools to allocate more time to sports and active recreation
- Provide supports and training opportunities to teachers and staff and promote to all education providers
- Support the development of school and club links
- Provide participation opportunities and programmes to schools

Key Partners

- Kilkenny County Childcare Committee, Kilkenny and Carlow Education Training Board, pre-schools, primary and post primary schools, sports clubs, HSE, An Taisce

Objective 1.3 Support sports clubs to provide quality opportunities for engagement in sports and active recreation

Expected Outcomes

- Greater numbers of qualified volunteers and coaches within clubs
- Stronger clubs with pathways for lifelong participation
- More new clubs developed particularly targeting minority sports
- Greater collaboration between clubs, schools and the community to increase involvement and membership of clubs, therefore creating participation pathways

Initial Actions

- Secure resources to administer club development and coach education and training grants
- Work with clubs, National Governing Bodies and County Boards to organise and deliver education and training opportunities for sports coaches and volunteers
- Work with clubs to develop and deliver programmes that support long term sustainable club development and lifelong player pathways
- Support the establishment of new clubs particularly minority sports
- Establish links between clubs, schools and local communities

Key Partners

- Sports Clubs, National Governing Bodies, Coaching Ireland, County Boards, Schools, Communities, Coaches, Volunteers

Objective 1.4 Support the development and use of sport facilities and recreational amenities

Expected Outcomes

- Greater funding accessed by sports clubs and groups to develop facilities and amenities
- Increasing input and influence by KRSP into planning process to increase the availability and accessibility of sports and active recreation amenities
- Increased awareness and use of existing facilities and amenities

Initial Actions

- Increase the role that KRSP play in planning sports facilities and amenities across the county utilising existing facilities audit as a planning tool
- Continue to work with Trail Kilkenny to input into its plans and activities
- Play a lead role in working with sports clubs and groups to access and maximise funding available through national (e.g. Sports Capital) and local (e.g. Kilkenny County Council, Kilkenny LEADER Partnership) sources
- Promote existing facilities and amenities to new groups
- Increase the variety of facilities and amenities used by KRSP to deliver programmes

Key Partners

- Sports facilities and amenities, sports clubs and groups, Kilkenny County Council, County Kilkenny LEADER Partnership, Trail Kilkenny, OPW, Coillte, Department of Transport, Tourism & Sport

Strategy Two: Active Inclusion

KRSP will work with specific target groups to actively increase participation in sports and active recreation. Groups identified are those with low levels of participation due to additional barriers. These groups include: People with a Disability, Disadvantaged Communities; Ethnic Minorities and Older Adults.

Goal 2: Increase participation among specific groups who are less actively engaged

Objective 2.1 Strengthen and develop new and existing relationships with relevant target groups and communities

Expected Outcomes

- A sustainable approach for increasing sports and active recreation within targeted groups and communities in conjunction with key stakeholders
- A range of programmes, training and supports in place to support this approach
- An effective communication mechanism to actively engage with targeted groups and communities
- Increased numbers of established sports groups and clubs providing Sports For All opportunities
- Increasing numbers of target groups and communities participating in sports and active recreation on an ongoing basis

Initial Actions

- Identify needs of target groups and mechanisms to increase participation in sport and active recreation
- Working with communities and organisations, develop sustainable strategies to continue or commence engagement in sport and recreational activities
- Actively encourage and support targeted groups to engage in sport and active recreation opportunities
- Target new communities and groups to become more engaged in KRSP and other stakeholder sports and active recreation programmes, training and events based on these strategies

Key Partners

Disability Organisations, CARA Centre, County Kilkenny LEADER Partnership, Family Resource Centres, Kilkenny County Council, HSE, Youth Services, Disability Organisations, Integration Forum, Tusla, Age Friendly Alliance

Objective 2.2 Increase the number of supported opportunities available to target groups

Expected Outcomes

- An increased range of needs based opportunities targeting groups and communities who currently have low levels of participating in sports and recreational opportunities

Initial Actions

- Work with other stakeholders to identify priority groups and communities to target for increased participation in sport and active recreation
- Review current programmes to determine if they can be expanded or amended to increase participation levels
- Work to establish new programmes that target people/communities not currently engaging in sport and active recreation

Key Partners

Disability Organisations, County Kilkenny LEADER Partnership, Family Resource Centres, Kilkenny County Council, HSE, Youth Services, Integration Forum, Tusla, Age Friendly Alliance, CARA Centre

Objective 2.3 Support leaders and staff working with target groups to increase participation in sports and active recreation

Expected Outcomes

- Increased capacity of leaders and staff working with target groups to engage with and facilitate participation opportunities for their groups
- Increased provision of information, advice and training for leaders and staff
- Greater opportunities for target groups to participate in sport and active recreation

Initial Actions

- Advise and educate leaders and staff on relevant aspects of physical activity to support their work with target groups
- Education and training supports to enable leaders and staff to organise or deliver sports and active recreation programmes for their group
- Support organisations to establish programmes aimed at increasing activity levels
- Establish an equipment library to support engagement of target groups
- Support local clubs and organisations to access funding to purchase specialised equipment and to run targeted programmes
- Work to ensure that barriers to participation are reduced e.g. costs, accessibility

Key Partners

Disability Organisations, CARA Centre, County Kilkenny LEADER Partnership, Family Resource Centres, Kilkenny County Council, HSE, Youth Services, Integration Forum, Tusla, Kilkenny Age Friendly County Alliance

Objective 2.4 Support sport and active recreation providers to facilitate participation for all

Expected Outcomes

- Increased capacity of providers to engage with and facilitate participation of targeted groups
- Increased opportunity for staff, coaches, leaders and volunteers to participate in specialist training and support
- Increased opportunities for targeted groups to participate in sport and active recreation through initiatives led by clubs, groups and amenities

Initial Actions

- Advise and educate providers on best practice for delivering physical activity programmes for target groups
- Work with providers to pilot and establish sustainable programmes to cater for target groups within clubs and amenities
- Provide education and training opportunities for staff and volunteer leaders

Key Partners

Leisure Centres, Sports Organisations, Clubs, County Kilkenny LEADER Partnership, Family Resource Centres, Kilkenny County Council, HSE, Youth Services, Disability Organisations, Integration Forum, Tusla, Age Friendly Alliance, CARA Centre

Strategy Three:

Active Partners

KRSP will continue to strengthen develop its partnerships with key stakeholders to promote participation in sport and active recreation across the county.

Goal 3: Provide strategic leadership to develop sport and active recreation in collaboration with key partners

Objective 3.1 Enhance and strengthen relationships with partner agencies, clubs and organisations to support the work of KRSP

Expected Outcomes

- Increased inclusion of physical activity in the strategies of partner organisations to reach shared goals
- Increased advocacy by partner organisations in promoting the work and role of KRSP
- Increasing input by KRSP through submissions, discussion documents and research into relevant plans and processes led by partner organisations

Initial Actions

- Continue to consolidate, develop and strengthen existing relationships with agencies, clubs and key stakeholder organisations
- Clarify the expectations of partner organisations, clubs and groups working with KRSP particularly on collaborative initiatives
- Utilise the skills, experience and role of KRSP in collaborative initiatives. In particular increase KRSP role when submitting joint funding applications, planning and delivering aspects of plans that fit with KRSP work
- Input into the upcoming Local Community Development Committee (LCDC) planning process to highlight the work, role and impact that sport and active recreation has on developing strong communities
- Work with sports clubs and partner groups to participate in the newly establishing Public Participation Network (PPN) and support increasing representation of sports clubs/groups on decision making structures e.g. LCDC

Key Partners

Irish Sports Council, Sports clubs and groups, Kilkenny County Council, PPN, National Governing Bodies, State agencies, Voluntary and Community sector organisations, Kilkenny Carlow Education training Board

Objective 3.2 Maximise existing resources and work to identify new resources to develop and expand the work of KRSP

Expected Outcomes

- Financial policies and procedures in line with best practice
- A funding plan, focused on retaining current resourcing and the identification of potential sources of funding to carry out KRSP work
- Increased successful funding applications based on KRSP based applications and applications with other agencies, that provide more resourcing to KRSP to implement its strategy

Initial Actions

- Ensure that the financial management of the organisation is in line with best practice and that the resources available are fully maximised
- Develop a funding plan, which has short and long term goals. The retention of staff is a priority in the short term
- Identify funding opportunities and take a leadership role in submitting collaborative based applications that have a direct financial benefit for KRSP and its work
- Explore options to increase internships, placements and volunteers to increase staffing to take on specific roles to implement aspects of KRSP work
- Engage with the LCDC and the LECP process to position KRSP for resourcing to promote and support healthy, sustainable, inclusive communities across Kilkenny

Key Partners

Irish Sports Council, KRSP Board members and staff, Kilkenny County Council, HSE, County Kilkenny Leader Partnership, Third Level Colleges, local agencies and groups

Strategy Four:

Active Governance and Management

Ensure strong, effective corporate governance and management, in line with best practice

Goal 4: Enhance operational systems and structures for effective and efficient governance and management

Objective 4.1 Strengthen and develop governance and management systems

Expected Outcomes

- Effective board with cross sector representation from key stakeholders and structures that enable the board to carry out its governance responsibilities effectively
- Compliance with the Companies Registration Office and operating to best practice with up to date policies, procedures and review mechanisms
- Training and development of staff and management supported by board
- Effective, motivated, highly respected staff and positive, well-functioning relationships between board, management and staff

Initial Actions

- Review and strengthen Board structures and roles and implement a board development and training plan
- Greater involvement of Board members in securing resources, increasing profile and sustaining the work of KRSP
- Comply with Companies Registration Office and funder requirements and review organisational policies and procedures in line with best practice
- Review and clarify KRSP staff roles, implement a training and development plan and actively manage staff in line with best practice

Key Partners

Current and potential board members, manager and staff, Irish Sports Council

Objective 4.2 Develop and implement high quality planning, implementation, review and monitoring systems

Expected Outcomes

- A yearly operational plan to inform and guide KRSP work
- Review and monitoring systems in place to inform planning processes
- Annual reports highlighting the work, progress, challenges and opportunities experienced by KRSP
- LSP evaluation templates that have been informed by KRSP

Initial Actions

- Develop the KRSP operational plan and complete annual reports
- Use evaluation and monitoring processes to inform yearly plans
- Base work and programmes on evidence and research
- Quarterly staff planning and review meetings

Key Partners

KRSP staff and board members, Irish Sports Council, LSP network

Strategy Four:

Active Governance and Management

Ensure strong, effective corporate governance and management, in line with best practice

Goal 4: Enhance operational systems and structures for effective and efficient governance and management

Objective 4.3 Increase the profile of KRSP work and promote regular participation in sport and active recreation

Expected Outcomes

- Increased awareness of the work and role of KRSP locally, regionally and nationally
- Stronger visibility of KRSP in sport and active recreation in Kilkenny
- Visible marketing campaigns linked to KRSP programmes and events
- Regular and increased coverage of KRSP programmes, events and way of working through a range of media
- Recognition by other partners of the work and role that KRSP play in collaborative initiatives
- A clearly, identifiable, well known KRSP brand

Initial Actions

- Develop and implement an annual communications plan utilising a range of media
- Develop and launch a new KRSP brand
- Develop guidelines to promote use of this brand
- Develop a range of KRSP promotional materials
- Update technology systems to enable quick, easy and varied communication

Key Partners

Irish Sports Council, KRSP staff and board members, local and national media



STRATEGY IMPLEMENTATION



Strategy Implementation

Through the implementation of this strategy, KRSP will strive to create an active vibrant community in Kilkenny that supports lifelong participation in sports and active recreation for all.

Operational Structure

The Board of KRSP is responsible for the strategic direction and policy development of sport and physical activity in Kilkenny. Sub-committees are formed to support the work of the Board and to drive policy development, review and implementation.

The coordinator manages the day to day operations of the company, provides a leadership role in the implementation of the strategy and supports the staff in delivery of work plans and reports. KRSP staff are actively involved in the delivery of the strategic plan.

KRSP works closely with partners, tutors, coaches and leaders in the development, delivery and evaluation of programmes and events.

Annual Operational Plans

It is recognised that new opportunities may evolve during this period and similarly, the plan is subject to external factors which may present challenges. In order to manage this, annual operational plans will be developed by KRSP staff and approved by the KRSP Board. These plans will set out the work to be undertaken in that year, measureable actions, targets to be achieved and lead and supporting agencies will be identified.

Monitoring and Evaluation

KRSP will closely monitor and evaluate this plan on an ongoing basis by implementing the following:

- Identifying measureable key performance indicators for each strategic outcome in the annual operational plan
- Developing evaluation templates in conjunction with the LSP working group and the Irish Sports Council for use across the LSP network to capture, analyse and report on these indicators through qualitative and quantitative data.
- Utilising other established or evidence based evaluation methods including physical activity and wellbeing measures, attendances, feedback forms and focus groups.
- Linking with third level institutions to allow for more in-depth evaluations of selected programmes.
- Linking with the Irish Sports Council to extract local data for Kilkenny from independent research such as Irish Sports Monitor.
- Implementing the following monitoring methods including self-evaluation SPEAK report and annual report, Bi-monthly progress reports for KRSP Board meeting and specific programme reports prepared for funding agencies.



Appendices

KRSP Board of Directors

Chairperson Gretta Murphy | Kilkenny County Childcare Committee

Vice Chairperson Kevin Murphy | Community

Company Secretary Theresa Walsh | Sports

Patrick Bookle | Ossory Youth

John Burke | Community & Voluntary Forum

Angela Campion | County Kilkenny Leader Partnership

Eileen Curtis | Carlow Kilkenny Education Training Board

Councillor Ger Frisby | Kilkenny County Council

Teresa Hennessy | Health Service Executive

Mary O' Hanlon | Community

Cathnia Ó Muircheartaigh | National Association of Principals and Deputy Principals

Ronan Ryan | Kilkenny County Council

KRSP Staff

Nicola Keeshan | Sports Coordinator

Caitriona Corr | Sports Inclusion Development Officer

Michelle Grennan-McWilliams | Sports Administrator

Barbara Rossiter | Sports Administrator

Alan Pike | Assistant Sports Development Officer



Contact Us

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